

Analysis of Human Resources Quality Affected by Transformational Leadership, Work Discipline, and Work Environment Mediated by Motivation at SMK Raflesia in Depok

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ABSTRACT

The purpose of this study is to determine and analyze the influence of transformational leadership, work discipline, work environment on motivation and also motivation on the quality of human resources at SMK Raflesia Depok. The method used in this study is a quantitative descriptive method. The sample used was 40 respondents. The analysis tool used was Partial Least Square (PLS) regression with the help of SmartPLS 3 software. The findings of the study were: 1. Transformational Leadership has a significant effect on Motivation, 2. Work Discipline has a significant effect on Motivation, 3. The work environment has no significant effect on motivation, 4. Motivation has a significant effect on the Quality of Human Resources.

Keywords: Transformational Leadership, Work Discipline, Work Environment and HR Quality

INTRODUCTION

In the current era of industry 4.0, the business world always has quite tight competition, so a person is required to have optimal performance. This digital technology has been around for several years, but its impact has only recently reached its peak, which was triggered by the convergence of several technologies. The term industrial revolution 4.0 was first put forward by the executive chairman of the World Economic Forum in Geneva by Pratyahara D. (2020). Companies or organizations are required to build optimal performance to achieve success. The success of the company is assisted by several factors, one of which is very helpful in the success of the company is human resources. Therefore, human resources are the main actors in all concepts up to the assessment that provides benefits for other resources. Education is the main factor in the formation of human personality. Education has a very important message in shaping the good or bad of human personality. Education is also one of the means to increase the effectiveness and efficiency of the implementation of education, it is necessary to improve the quality of education management. The quality of education is one of the essential needs and demands to achieve educational goals. In line with the function and purpose of education, in Law No. 20 of 2009 concerning Human Development and Culture, ... 2003 RI (2003) states that "national education functions to develop abilities and shape the nation's character and civilization which is useful in order to educate the nation's life, aiming to develop the potential of students to become human beings who have faith and devotion to God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizens"

Education has a very important role in the development of a country, especially in the Depok area, as one of the developing cities in Indonesia, education is one of the key aspects in improving people's quality of life. Vocational High Schools (SMK) have a strategic role in preparing the young generation with skills and knowledge that suit the demands of the world of work.

Human resources are resources that have knowledge, creativity, hope, self-development and abilities. All of these human resource capabilities influence the company's efforts to achieve its goals. Even with sophisticated technology and information that spreads quite quickly without human resources, it is very difficult for companies to achieve their goals.

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According to Mariani and Sariyathi (2017), human resources are one of the factors that determine the success of a company, therefore employee performance must be improved in order to provide maximum results for the company (Farhan & Faisal, 2021). There is one factor that influences human resources, namely employee performance. The results of research conducted by Widjaja Y.R. and Ginanjar A. (2022) which states that motivation does not affect the quality of human resources.

Mangkunegara (2014:9) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Azwar and Winarningsih (2016), a person's performance is said to be good if the individual's work results can exceed the previously determined role or target. Thus, the issue of employee performance is also related to the issue of people's ability to develop themselves in order to be able to work to achieve the goals desired by the organization. To achieve company goals, effective transformational leadership is very important. The ability to motivate individuals under direction to carry out the tasks assigned to them in a way that optimizes production and efficiency is the essence of leadership. The leader's leadership style directs human resources to rely on their experience and enthusiasm to achieve performance goals superior to other candidates. According to Imelda, et al. (2021), the way a leader approaches leadership reveals the extent to which they have confidence in the abilities of their subordinates. The way a leader influences his subordinates through his behavior and approach is called leadership style. This is what distinguishes the ideology, abilities, attributes, and attitudes of a leader from others. The results of research conducted by Prayudi (2020), Prahesti A., et al. (2022), Kartawidjaja J. (2020), Kartawidjaja J. (2020) which stated that transformational leadership has an influence on motivation, but the results of the study differ from those conducted by Maulana A. et al. (2022) which stated that transformational leadership does not affect motivation. In the workplace, discipline is described as the way a person behaves when they work. This discipline is characterized by obeying, acknowledging, and respecting the regulations set by the company. By using a comprehensive strategy, the organization can achieve its goals. This was once expressed by Akbar (2022). Performance is the final result of individual or team efforts within the framework of the tasks and authorities given (Meinita Sari, 2023). This is done in order to meet the company's goals while still adhering to ethical and legal boundaries. The results of research conducted by Mandasari Y.D. etc. (2022) which states that work discipline has an influence on motivation, but the results of this study are not in line with those conducted by Aesah S. (2022) which states that work discipline does not affect motivation. Motivation is a combination of attitudes and beliefs that motivate a person to achieve goals that are in accordance with their ambitions. These are the things that drive individuals to achieve their goals. The views and goals of society have the potential to be strong motivators, even though they are not material. Two aspects that contribute to an individual's level of motivation are the amount of effort they put in and how they focus their behavior on achieving their goals. The results of a study conducted by Wahyudi A. et al. (2024), which stated that motivation has an influence on the quality of human resources.

One of the factors that can influence motivation is the work environment. According to Handaru, et al. (2013:117) the work environment is everything around the workers, both physically and non-physically, that influences the tasks assigned and a conducive work environment will encourage and

increase employee work enthusiasm so that employee performance can be obtained. Meanwhile, Sidanti (2015:3) stated that a work environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. Therefore, the creation of a good work environment will determine the success of achieving organizational goals. If the work environment is not good, it will reduce work enthusiasm and ultimately reduce employee performance. This non-physical environmental condition is also shown by the relationship between leaders and employees at SMK Raflesia Depok in leading their subordinates to work together where orders from superiors feel less effective to be carried out immediately. The results of research conducted by Amalia N. (2021), Purnama H. et al. (2020) state that the work environment has an influence on motivation, but the results of this study are not in line with those conducted by Wiryawan T.W. et al (2020) which states that the work environment does not affect motivation.

Therefore, this study was conducted to further examine the factors that affect the quality of human resources, because the existence of transformational leadership, work discipline and a good work environment will result in the willingness of employees to work better but the absence of motivation and the quality of human resources will not be optimal. Based on the background above, the author is interested in conducting a study entitled "Analysis of the Quality of Human Resources (HR) Influenced by Transformational Leadership, Work Discipline and Work Environment Mediated by Motivation at SMK Raflesia in Depok City".

METHOD

The method used in this study is a quantitative descriptive method, which provides an overview of a particular phenomenon or aspect of life of the object being studied. According to Sugiyono, (2018) quantitative research is a research method based on the philosophy of positivism, used to research a particular population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis, while the associative method according to Sugiyono, (2018) is a method used to analyze or describe a study by providing temporary answers to problems. The analysis tool used is Partial Least Square (PLS) regression with the help of SmartPLS 3 software.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondents' Answers

From the frequency distribution data of respondents' answers for variable Y (Human Resource Quality), the highest average answer is in statement number 8 with a value of 177, namely Working according to school procedures. While the lowest average is in statement number 6 with a value of 145, namely Being able to work because of experience. Overall, the HR Quality variable is in accordance with expectations because 80% of respondents answered agree and strongly agree.

From the frequency distribution data of respondents' answers for variable Z (Motivation), it has the highest average answer in statement number 9 with a value of 182, namely the leader always provides motivation to work more enthusiastically. While the lowest average is in statement number 7 with a value of 167, namely Having communicated well with coworkers and also my superiors. Overall, the Motivation variable is in accordance with expectations because 87% answered agree and strongly agree.

From the frequency distribution data of respondents' answers for variable X1 (Transformational Leadership), it has the highest average answer in statement number 4 with a value of 184, namely the leader builds my confidence in doing my job. While the lowest average is in statement number 9 with a value of 154, namely the leader is willing to listen to the difficulties and complaints that occur. Overall, the Transformational Leadership variable is in accordance with expectations because 86% answered agree and strongly agree.

From the frequency distribution data of respondents' answers for variable X2 (Work Discipline), it has the highest average answer in statement number 1 with a value of 185, namely Coming to the workplace on time. While the lowest average is in statement number 3 with a value of 170, namely Not violating the regulations set by the school. Overall, the Work Discipline variable is in accordance with expectations because those who answered agree and strongly agree are 92.5%.

From the frequency distribution data of respondents' answers for variable X3 (Work Environment), it has the highest average answer in statements number 8 and 10 with a value of 175, namely Having responsibility when working, both individually and in teams, feeling that there is good cooperation among fellow employees. While the lowest average is in statement number 4 with a value of 158, namely Sound regulation and control in the work space have been properly considered. Overall, the Work Environment variable is in accordance with expectations because those who answered agree and strongly agree are 82.3%.

Data Analysis

Table 1. Average Variance Extrated (AVE)

Variable	Average Variance Extrated (AVE)
(X1) Transformasional Leadership	0,504
(X2) Work Discipline	0,551
(X ₃) Work Environment	0,522
(Z) Motivation	0,616
(Y) Human Resources Quality	0,517

Source: processed from primary data 2024

Based on the data in the table above, it is known that the average variant extracted (AVE) value of the variables Transformational Leadership (X1), Work Discipline (X2), Work Environment (X3), Motivation (Z) and Human Resource Quality (Y), has an AVE value > 0.5. Thus, it can be stated that each variable has good discriminant validity.

1) Discriminant Validity

This value is a cross-loading factor that is useful for determining whether the construct has adequate discriminant, namely by comparing the loading value on the intended construct must be greater than the cross-loading value with other constructs.

Table 2. Cross Loading

Var	X ₁ - KT	X ₂ - DK	X ₃ -LK	Z – Motivasi	Y – K SDM
KT_1	0,633	0,091	-0,152	0,390	0,327
KT_2	0,749	-0,092	-0,135	0,327	0,189
KT_3	0,815	-0,260	-0,126	0,487	0,291
KT_4	0,783	-0,069	-0,123	0,294	0,077
KT_5	0,843	-0,157	-0,132	0,348	0,273
KT_6	0,747	-0,153	0,090	0,192	0,017
KT_7	0,588	-0,094	-0,272	0,311	0,169
KT_8	0,743	-0,201	0,031	0,283	0,049
KT_9	0,551	-0,302	-0,147	0,595	0,763
KT_1	0,570	-0,305	-0,121	0,472	0,651
DK_1	-0,237	0,842	-0,058	-0,196	-0,152
DK_2	-0,168	0,774	-0,105	-0,088	-0,181
DK_3	-0,168	0,702	0,247	-0,170	-0,123
DK_4	-0,062	0,607	-0,049	-0,020	0,008
DK_9	-0,170	0,767	-0,101	-0,004	-0,084
LK_4	0,008	0,009	0,632	-0,039	-0,046
LK_5	-0,159	0,017	0,770	-0,261	-0,168

LK_8	-0,105	0,151	0,725	-0,317	-0,215
LK_9	-0,175	-0,146	0,754	-0,149	-0,039
M_1	0,427	-0,124	-0,308	0,835	0,709
M_2	0,347	-0,085	-0,389	0,744	0,639
M_3	0,495	-0,170	-0,290	0,896	0,724
M_4	0,578	-0,163	-0,372	0,883	0,779
M_5	0,428	-0,181	-0,317	0,832	0,767
M_6	0,438	-0,128	-0,111	0,796	0,815
M_7	0,320	-0,175	-0,366	0,767	0,625
M_8	0,296	-0,192	-0,048	0,749	0,590
M_10	0,815	-0,260	-0,126	0,487	0,291
Y_1	0,438	-0,128	-0,111	0,796	0,815
Y_2	0,405	-0,086	-0,190	0,705	0,823
Y_3	0,331	-0,212	-0,201	0,668	0,644
Y_4	0,551	-0,302	-0,147	0,595	0,763
Y_5	0,570	-0,305	-0,121	0,472	0,651
Y_6	0,205	-0,030	-0,115	0,503	0,692
Y_9	0,327	0,024	-0,190	0,583	0,732
Y_10	0,026	-0,013	-0,131	0,507	0,598

Source: processed from primary data 2024

Based on the above, the cross loading value indicates good discriminant validity because the correlation value of the indicator to its construct is higher than the correlation value of the indicator with other constructs. The table also shows that the indicators of each variable also have a higher loading factor value than the loading factor with other constructs. Thus, the latent construct is able to predict the indicators in their block better than the indicators in other blocks.

2) Composite Reliability

Composite reliability is a part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.7 . The following are the composite reliability values of each variable used in this study:

Table 3. Composite Reliability

	<i>Composite Reliability</i>
(X1) Transformasional Leadership	0,909
(X2) Work Discipline	0,859
(X ₃) Work Environment	0,813
(Z) Motivation	0,934
(Y) Human Resources Quality	0,894

Source: processed from primary data 2024

Based on the data presentation in the table above, it can be seen that the composite reliability value of all research variables is > 0.7 . This result shows that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

3) Cronbach's Alpha

The reliability test with composite reliability above can be strengthened by using the cronbach alpha value. A variable can be declared reliable or meets the cronbach alpha if it has a cronbach alpha value > 0.7 . The following are the cronbach alpha values of each variable:

Table 4. Cronbach's Alpha

	<i>Cronbach's Alpha</i>
(X1) Transformasional Leadership	0,892

(X ₂) Work Discipline	0,840
(X ₃) Work Environment	0,737
(Z) Motivation	0,918
(Y) Human Resources Quality	0,865

Source: processed from primary data 2024

Based on the data presentation in the table above, it can be seen that the cronbach alpha value of each research variable is > 0.7 . Thus, these results can indicate that each research variable has met the requirements of the cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Structural Model Fit Test (Inner Model)

Table 5. R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
(Y) Employee performance	0,736	0,729
(Z) Motivation	0,405	0,355

Source: processed from primary data 2024

The table shows the level of determination of exogenous variables towards their endogenous ones. The greater the R² value indicates a better level of determination. The results of the R² calculation for each endogenous latent variable in Table 4.18 show that the R² value of the Motivation variable is at 0.405 and the Human Resource Quality variable is at 0.736. Based on this, the Transformational Leadership, Work Discipline and Work Environment variables are able to explain the Motivation variable by 40.5%. While the Transformational Leadership, Work Discipline and Work Environment variables through Motivation are able to explain the Human Resource Quality variable by 73.6%.

1. Goodness of Fit (GoF) Evaluation – Inner Model

Q2 Value Analysis

The Q² value of structural model testing is done by looking at the Q² value (predictive relevance). To calculate Q², the formula can be used;

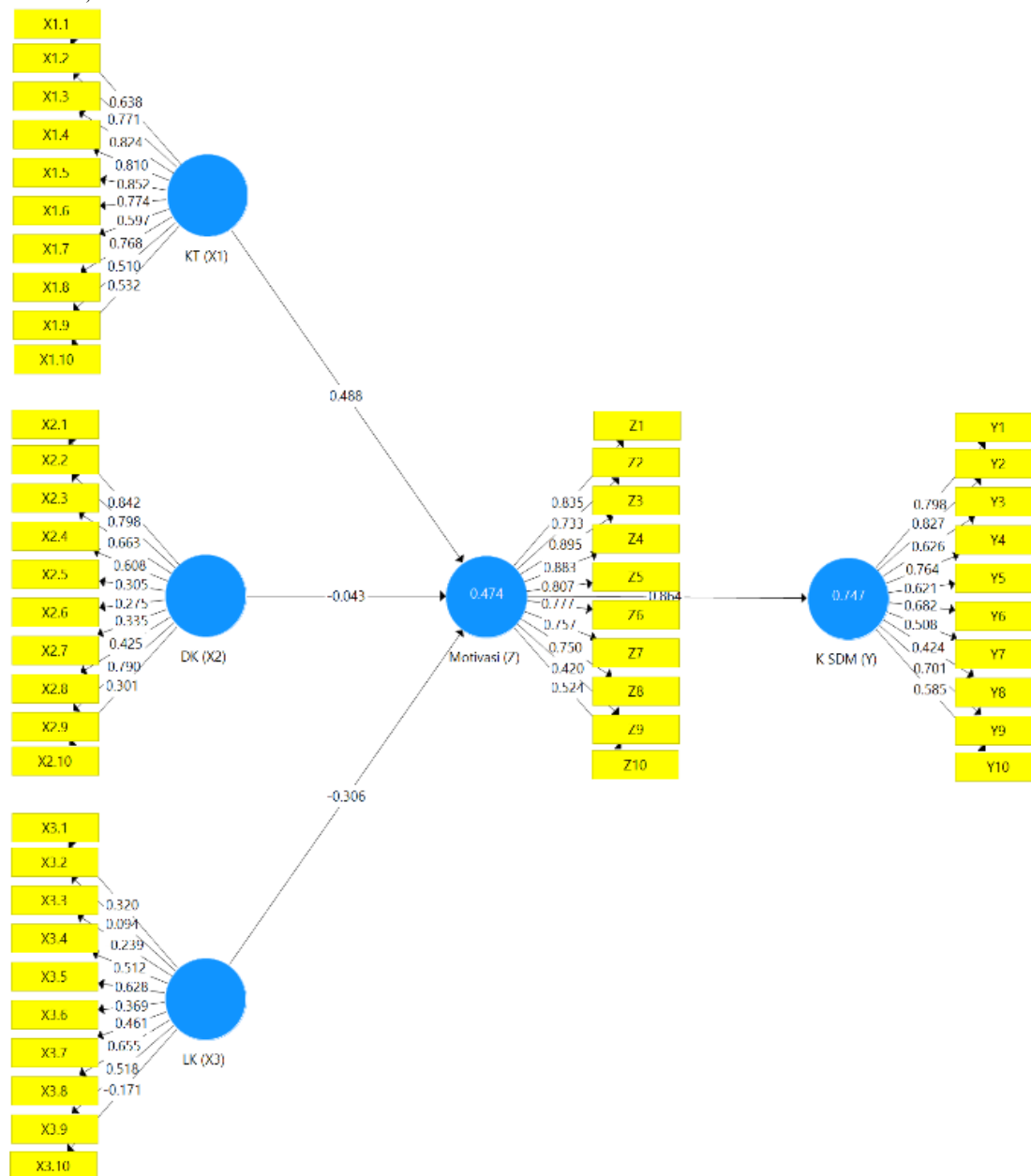
$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,736) \times (1 - 0,405)] \\
 &= 1 - (0,264 \times 0,595) \\
 &= 1 - 0,15708 \\
 &= 0,84292
 \end{aligned}$$

The results of the Q² calculation show that the Q² value is 0.84292. According to Ghazali (2015), the Q² value can be used to measure how well the observation value is generated by the model and also its parameter estimates. A Q² value greater than 0 (zero) indicates that the model is said to be good enough, while a Q² value less than 0 (zero) indicates that the model has less predictive relevance. In this research model, the endogenous latent construct or variable has a Q² value greater than 0 (zero) so that the predictions made by the model are considered relevant.

2. Hypotesis Testing and Discussion

a. Hypotesis Testing

Structural Equation of Transformational Leadership, Work Discipline, Work Environment, Motivation and Human Resource Quality variables.



Source: processed from primary data 2024

Figure 1. Measurement Model Test-PLS Algorithm

Based on Figure 4 and table R2, the following substructure equation is obtained:

Equation 1 =

$$\text{Motivation} = 0.529 \text{ Transformational Leadership} - 0.060 \text{ Work Discipline} \text{ and } -0.242 \text{ Work Environment} + e \text{ (} e = 1 - 0.736 = 0.264 \text{)}$$

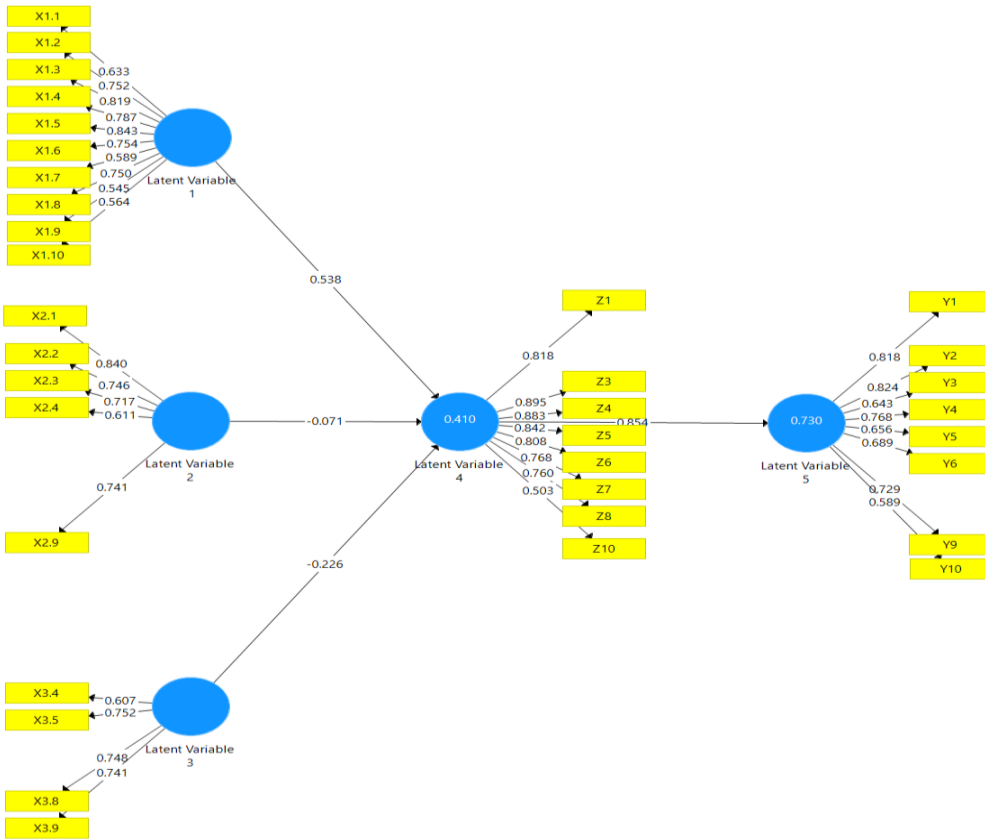
In the equation, the direction of the relationship between the independent variable and the dependent variable can be seen. The results of the equation can be seen that the influence of Transformational Leadership, Work Discipline and Work Environment is positive, which means that the better Transformational Leadership, Work Discipline and Work Environment, the more it will increase Motivation.

Equation 2 =

Human Resources Quality = 0,454 Transformational Leadership -0,052 Work Discipline - 0,207, Work Environment + e (e = 1 - 0,405 = 0,595)

In the equation, the direction of the relationship between the independent variable and the dependent variable can be seen. The results of the equation can be seen that the influence of Transformational Leadership, Work Discipline and Work Environment on HR Quality is positive, which means that the better Transformational Leadership, Work Discipline and Work Environment, the more it will improve HR Quality. While the variables of Work Discipline and Work Environment have negative values, which means that whether or not there are Work Discipline and Work Environment variables, there is an influence on HR Quality (Farhan, 2021).

In this study, an equation was obtained that was made based on the model structure image, and the following are the results of data processing using the PLS Algorithm and PLS Bootstrapping methods.



Source: processed from primary data 2024

Figure 2. PLS Bootstrapping Testing Model

Table 6. Path Coefficients

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value	Hasil
(X ₁) Transformational Leadership-> (Z) Motivation	0,529	0,000	0,513	17,972	0,428	Diterima
(X ₂) Work Discipline -> (Z) Motivation	-0,060	0,000	0,772	18,091	0,006	Diterima
(X ₃) Work Environment -> (Z) Motivation	-0,242	0,000	0,164	2,275	0,095	Ditolak
(Z) Motivation -> (Y) Human Resources Quality	0,858	0,000	0,165	2,794	0,000	Diterima

Table 7. Indirect Effects

	Specific Indirect Effects
DK (X2) -> Motivation (Z) -> K SDM (Y)	-0,052
KT (X1) -> Motivation (Z) -> K SDM (Y)	0,454
LK (X3) -> Motivation (Z) -> K SDM (Y)	-0,207

This study was conducted to discuss the factors that influence the Quality of Human Resources at SMK Raflesia Depok. These factors are limited to Transformational Leadership, Work Discipline, Work Environment and Motivation. To predict the causal relationship between latent variables, this study was conducted through the bootstrapping process, with the T-statistic test parameters, the test results can be seen in table 6 and table 7. To test the hypothesis of direct influence using output path coefficients and for indirect influence using indirect effect, with the provision that if the t statistics value obtained from the table is greater than 1.96 then the hypothesis between the existing variables is accepted. Conversely, if the t statistics value is less than 1.96 then the hypothesis is rejected.

1. The influence of transformational leadership on motivation

From table 4.16 path coefficients, it is obtained that the T-statistics value = $17.972 > 1.96$ and P-Value = $0.428 > 0.05$ and has a positive relationship direction. From these results, Transformational Leadership has a positive but insignificant effect on Motivation. So, the first hypothesis (H1), Transformational Leadership has no significant effect on Motivation of SMK Raflesia Depok Employees is proven, which means H_0 is rejected and H_a is accepted. According to Priansa D.J. (2018:218) Transformational leadership is built through 2 words, leadership and transformational. Leadership is every action taken by someone to organize, direct, and influence others in choosing and achieving predetermined goals. The term transformational comes from to transform, which means transforming or changing something into another different form, for example transforming a vision into reality, or changing something that has the potential to be actual. Transformational leadership that occurs in a company organization. Its main function is to act as a catalyst for change, not as a controller of change. According to De Jong and Kemp in Hadi S., et al. (2020), innovative behavior is an individual's action that leads to the interests of the company, in which employees introduce and apply their new ideas to benefit the company. Leadership led by critical people can produce employee figures who have increasingly better innovative behavior in working, so that the company will progress faster.

2. The Influence of Work Discipline on Motivation

From the output path coefficients, it is obtained that the T-statistics value = $18.091 > 1.96$ and P-Value = $0.006 < 0.05$ and has a positive relationship direction. From these results, Work Discipline has a significant positive effect on Motivation. So that the second hypothesis (H2) Work Discipline has a significant positive effect on Motivation at SMK Raflesia Depok is proven, which means H_a is rejected and H_0 is accepted.

3. The Influence of the Work Environment on Motivation

From the output path coefficients, it is obtained that the T-statistics value = $2.275 > 1.96$ and P-Value = $0.095 > 0.05$ and has a positive relationship direction. From these results, Work Discipline has a positive but insignificant effect on Motivation. So that the second hypothesis (H2) Work Discipline has a significant positive effect on Motivation at SMK Raflesia Depok is proven, which means H_a is rejected and H_0 is accepted.

4. The Influence of Motivation on Human Resource Quality

From the output path coefficients, it is obtained that the T-statistics value = $2.794 < 1.96$ and P-Value = $0.000 > 0.05$ and has a positive relationship direction. From these results, motivation has a significant effect on the quality of human resources. This means that the third hypothesis (H3) that motivation has a significant effect on the quality of human resources in SMK Raflesia Depok employees is proven, which means H_a is accepted and H_0 is rejected.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Transformational Leadership has a significant effect on Motivation. This means that the rise and fall of motivation is influenced by transformational leadership. The better the transformational leadership at work, the better the motivation.
2. Work Discipline has a significant effect on Motivation. This means that the rise and fall of motivation is influenced by work discipline. The better the work discipline applied by employees, the more it will increase motivation.
3. The work environment has no significant effect on motivation. This means that the rise and fall of motivation is influenced by the work environment. This means that the work environment is not a determining factor that influences the rise and fall of the quality of human resources.
4. Motivation has a significant effect on the Quality of Human Resources. This means that the rise and fall of the quality of human resources is influenced by motivation. This means that motivation is a determining factor that influences the rise and fall of the quality of human resources.

Recommendation

This research has been done as good as possible, but of course there are still many limitations in the results, this study still cannot reveal all the factors that influence the quality of human resources in SMK Raflesia Depok employees. Although the data obtained is objective, it would be better if an interview method was added to the respondents so that the research results obtained are more complete and comprehensive.

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